

# Appendix 5-1

## Workforce Issues

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### I. Employee Input

Employee input to the PRT included the following:

#### Workforce Restructuring

- The Administration has mandated the study of potential restructuring of the workforce, looking at streamlining, delayering and reducing duplication of activities
- Need to develop systems and data that will support informed decisions about workforce issues, including balanced distribution of FTEs

#### Staffing

- Need for additional FTEs in several parts of NOAA
- Growing importance of contracts and grants but fewer human resources to manage these areas
- Advances in technology have not necessarily reduced the need for personnel
- Increasing demands with multiple responsibilities, including administrative tasks

#### Recruiting/Retention

- Few young people in the administrative offices of NOAA
- Failed promise of COOL
- Need for workforce planning, including skills assessment to meet mission needs

#### Training

- Need more trained personnel in administrative functions
- Training is critical, but there is no NOAA-wide plan or management of training
- Training particularly important for aspiring managers

#### Succession

- A significant portion of the NOAA workforce is approaching the point of retirement eligibility

- There is a need for mentoring and succession planning – who will fill the shoes?
- More and better analysis is needed – identify the most critical skills endangered

## Rotational Assignments

- Managers and staff need to know more about other parts of NOAA – cross-training and rotational assignments would help
- Rotational assignments would help build bridges between programs and line offices
- NOAA people need breadth as well as depth – learning about other fields and gaining new skills would be career-enhancing and keep folks from getting stale

*Two separate briefings presented by the Office of Finance and Administration are included as attachments to this appendix. One discusses workforce issues reported by the line offices and major staff offices, and the other is an historical analysis addressing FTE levels and duplication of functions by line offices and headquarters elements.*

## II. Workforce Restructuring

As noted in Chapter 5 of this report, Workforce issues are a major focus of the current Administration. Their concerns are echoed and supported by a variety of efforts in NOAA:

1. **Recruitment, Succession, Training and Retention:** The Office of Management and Budget (OMB) Bulletin 01-07, Workforce Planning and Restructuring, dated May 8, 2001, provided instructions to Federal agencies on implementing the President's initiative relative to restructuring their workforces and streamlining their organizations. The attachments summarize NOAA's plans for responding to this tasking. Employee input to the Program Review Team indicates that the themes of Recruiting, Succession, Training and Retention are the workforce issues of paramount concern – these also were echoed in the responses received from the OMB tasking. The Office of Finance and Administration (OFA) presented to the PRT the Line Office and Human Resource Office input.
2. **The President's Budget for Fiscal Year 2003:** In the Department of Commerce section of The Budget for Fiscal Year 2003, there are specific taskings for NOAA that involve workforce restructuring. The paragraph reads in part: "**Human Capital**—Excess organizational layers remain in several bureaus, and existing personnel flexibilities are not being fully utilized. Also, bureaus need to redirect staff from supervisory and overhead positions to line functions. NOAA will establish a task force to review its central-office administrative activities so that there is no unwarranted duplication of activities, such as budgeting at the line-office, bureau, and departmental levels. ...".
3. **Phase I of NOAA's FY 2002 Organizational Assessment**—Survey Feedback Action (SFA). NOAA's FY 2002 Organization Assessment is in progress and is relevant to the overall workforce issue. Data collection from all NOAA employees was completed in March 2002. Phase II will involve employee focus groups, among other data-gathering techniques. The final report on NOAA-wide findings is scheduled for release in the July 2002 timeframe.
4. **Individual Line Office Initiatives: NMFS Regulatory Streamlining Project (RSP) Initiative.** There have been attempts by the line offices to address certain workforce related problems. One of the most recent is the Regulatory Streamlining Project of the National Marine Fisheries Service (NMFS) (see the reference listing at Appendix 8). Of particular interest in that report is the section on "Workforce organization/prioritization"

which speaks to the redistribution of existing [human and financial] resources and the identification of new resources that may be needed to implement administrative and regulatory enhancements. The hiring of contract employees, and addressing training needs across the organization are discussed as well.

5. **Specific employee input to the PRT.** There were a number of very explicit comments made by NOAA employees. A number of these were line office-specific, e.g., pertained and only to National Weather Service, Office of Marine and Aviation Operations, etc. There were also some comments that were “stand-alone” inputs reflecting suggestions or recommendations that were not necessarily related to any others. An example would be the recommendation that NOAA develop a human resource database listing unique knowledge, skills and abilities that could be used by other NOAA activities with temporary special requirements, e.g., language skills, special software expertise, and so on. While the PRT was not able to address all of these comments and recommendations due to the time limitations of the Review, a separate listing will be provided to the Under Secretary.

In addressing the ten questions included in the OMB Bulletin 01-07 (see attachment 1 to this Appendix), particularly those requiring delayering and potential restructuring, the PRT believes that NOAA has taken some significant steps, both prior to and as a result of the Program Review. Some of the more notable are:

- a. NMFS regulatory streamlining and associated delayering.
- b. Virtual organizations in NOAA cross-cuts; matrix teams.
- c. Lab consolidations (organizing along themes).
- d. Elimination of Office of Chief Scientist - shift to “virtual” (Committee structure).
- e. Eliminate of SAO and redirection to Lines.
- f. Vertical integration (straight line reporting) of ASCs to OFA.
- g. Fisheries Science - separation of reporting structure.
- h. Consolidation of marine buoys, etc.
- i. Redirect R&D systems - LO with primary operational responsibilities.
- j. Delegation of authority for Fisheries Management.

### **III. Rotational Assignments**

NOAA’s workforce has undergone tremendous changes that could not have been anticipated 10 years ago. In order to be able to strategically position itself to achieve its future mission in a rapidly changing world, NOAA’s workforce and future leaders need to demonstrate that they are capable of working in any of NOAA’s Line Offices. Instituting rotational assignments offers a means to, among other things:

- foster a corporate NOAA identity;
- enhance employee skills sets across the agency;
- enhance infusion of new ideas and procedures in NOAA offices, laboratories, and programs;
- promote the ability to select from a pool of employees, potential leaders and executives to lead NOAA in the future (i.e., institutionalize succession training and planning).

The traditional options of implementing rotational assignments have been:

- mandatory rotations (enforced reassignment every 1, 3 to 5 years)
- voluntary rotations (employees elect to rotate periodically)
- employee-initiated job changes (within and outside of NOAA)

Benefits include, the development of a pool of highly skilled employees that are exposed to:

- cross-training in all aspects of NOAA;
- programmatic and administrative duties across LOs and HQ;
- extensive field and headquarters experience;
- public and (and possibly) private sector experiences;
- legislative and executive branch experiences.

Drawbacks include:

- instability in offices or programs due to frequent turnover;
- lack of long-term institutional knowledge at employee and office;
- resentment from staff to a perceived “elite” group of untested employees who move from one plum assignment to another without competing;
- employees who are “jacks-of-all-trades-but-masters-of-none”;
- no home base within which to grow one’s career
- “family un-friendly” (i.e., geographic move or increased responsibilities/travel)

## Current Practices

Personnel policies make all NOAA employees eligible for rotational assignments, if necessary. However, guidelines are different for each category.

- **General Schedule** rotational assignments or details have been ad hoc and responsive to specific needs (e.g., Policy Coordination Office, Policy and Strategic Planning, NOAA Budget Office), program development (e.g., intra-NOAA Climate Team consisting of NWS, NES-DIS, OAR employees), or employee initiative. Rotations are governed by OPM Regulations, and there is no NOAA-wide policy for mandatory rotations. NOS and NMFS have been testing short-term Rotational Assignment Program (RAP) with General Schedule staff.
- At the **SES level**, temporary or permanent rotational assignments are governed largely by Section 4.4 of the Executive Personnel Policy Manual. Within NOAA, there is no firm policy on voluntary or mandatory rotations. The rotations within NOAA that have occurred in the past 5 years were ad hoc and attributable to:
  - DoC-wide flattening process. NOAA lost a number of SESers to other agencies.
  - Shifting needs within the line offices.
  - Punitive personnel actions.

[Select concerns that were cited by SESers regarding rotational assignments are at the end of this section.]

- **NOAA Corps** officers have mandatory rotational assignments built into their careers. Rotations exist between at sea/air assignments and tours on land. NOAA Corps officers also serve in assignments within NOAA Headquarters, OMAO offices, and the five major Line Offices of NOAA. Officers operate ships, fly aircraft, lead mobile field parties, manage research projects, conduct diving operations, and serve in staff positions throughout NOAA. The system which governs this is outlined in Career Development and Promotion (<http://www.oma.noaa.gov/noaacorps/regs/ch04.pdf>), and Assignment regulations (<http://www.oma.noaa.gov/noaacorps/regs/ch05.pdf>).
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## Opportunities for the Future

NOAA should view rotational assignments as an opportunity to:

- Develop a workforce that can adjust with the changing needs of the agency. This will require continuous training to keep skills sets current.
- Address the stratified and stove-piped structure within the workforce.
- Develop more corporate-minded employees at all levels of the organization.
- Encourage employees to recognize the value of different experiences as part of their career path and advancement, versus being extremely competent in a narrow field of expertise.
- Cast rotational assignments as positive aspect of employees career growth.

References relevant to Rotational Assignments include:

1. NOS Rotational Assignment Program
2. OPM SES Regulations
3. NOAA Corps Regulations on Career Development, and Promotion and Assignment regulations, which can be found at (<http://www.oma.noaa.gov/noaacorps/regs/ch04.pdf>) and (<http://www.oma.noaa.gov/noaacorps/regs/ch05.pdf>)

## 1999 Survey of Senior Executive Service Regarding Mobility Assignments

### Background

The Office of Personnel Management and the Senior Executives Association conducted a survey in 1999 in which SESers gave their views on Executive Mobility. Selected responses are attached and indicative of the challenges of instituting a rotational program. See <http://www.opm.gov/ses/survey.html> for entire survey and responses.

## Demographics of the Pool

- 93% were a career-appointed primarily in Headquarters functions (~64%)
- 79.5% males
- 97% non-Hispanic
- 87% were between ages 40 and 60, with the majority being under CSRS
- approximately 70% eligible for retirement within 5 years
- over 75% had been in the Federal government for over 20 years
- Jobs are primarily Administrative in nature (54%) with experiences other areas such as engineering, legal regulatory, mathematics/science
- Career path is from GS-15 (89%) compared to non-Federal jobs (5%)
- 52% had worked with 1 agency; 26% in 2 agencies
- 48% had never changed jobs within one component of their agency/Department
- 67% had never changed jobs by going to different components of same agency/Dept
- When jobs were changed, it was to jobs of equal or more responsibility

## Experiences in Executive Mobility since becoming SES

- Within past year, 9.1% had taken a rotational assignment
- 1.9% have received Relocation Bonus
- 91% have never changed jobs to work in a different agency.
- 79% have never changed geographic locations.

## Reasons given for resisting rotational assignments

- |   |     |
|---|-----|
| • Concern about disrupting agency programs:                   | 55% |
| • Relocation of dual career families:                         | 76% |
| • Lack of experience to functions to which they are assigned: | 70% |
| • Unfamiliar with organization's culture:                     | 68% |
| • Lacked information about mobility opportunities:            | 45% |
| • Loss of status:   | 29% |
| • Restrictive government ethics:                              | 12% |
| • Lack of succession planning for replacements:               | 54% |

[Note: 39% responded that their agency had succession planning programs for SES, and of those with such programs only 35% participated in these programs.]

## Feelings about Mobility Assignments

- |   |     |
|---|-----|
| • Mobility assignments improve job performance:               | 45% |
| • Internal mobility impair the continuity of agency programs: | 16% |
| • Would make a geographic relocation if asked:                | 38% |

## Job hunting in next year

- 74% will not look for job in another agency
- 61% will not look for another job outside Federal government
- 66% will not look for job in own agency

- 20% would leave because of unwanted geographical reassignment
- 53% would leave for higher pay; and
- 42% would leave due to retirement eligibility

(Details available at: <http://www.opm.gov/ses/survey.html>)

## **Attachments**

1. Workforce Restructuring Plan, summary explanation
2. Briefing, “Workforce Restructuring – Report on Line Office Input”
3. Briefing, “NOAA Administration – Duplication or Decentralization?”

## Attachment 1, Appendix 5-1

### Workforce Restructuring Plan

The Office of Management and Budget (OMB) Bulletin 01-07, *Workforce Planning and Restructuring*, dated May 8, 2001, provided instructions to Federal agencies on implementing the President's initiative relative to restructuring their workforces and streamlining their organizations. The bulletin outlined two specific requirements:

- The first requirement of the Bulletin was to develop and submit a workforce analysis to OMB in early Summer 2001.
- The second requirement was to develop and submit in early September an agency-specific workforce restructuring plan in the context of the FY 2003 budget request and annual performance plan.

### Workforce Analysis

- Provides information, as of September 30, 2000, on the demographics of the permanent workforce including age, grade, retirement eligibility and expected retirements over the next five years, and attrition, including trends in recent retirements over the past five years;
- Provides information, as appropriate, on the agency's seasonal, temporary, and intermittent workforce for FY 2000, including number and occupations of employees in each category and duration and periodicity of employment;
- Evaluates the skills of the workforce; and
- Identifies each supervisor/manager as reported to the Central Personnel Data File by occupational title, grade level, geographic location, and supervisor-to-staff ratios.

In addition to the summary data, agencies were also required to address the following questions:

1. What skills are currently vital to the accomplishment of the agency's goals and objectives?
  2. What changes are expected in the work of the agency (e.g. due to changes in mission/goals, technology, new/terminated programs or functions, and shifts to contracting out)?
  3. How will this affect the agency's human resources?
  4. What skills will no longer be required, and what new skills will the agency need in the next five years?
  5. What recruitment, training, and retention strategies are being implemented to help ensure that the agency has, and will continue to have, a high-quality, diverse workforce?
  6. How is the agency addressing expected skill imbalances due to attrition, including retirements over the next five years?
  7. What challenges impede the agency's ability to recruit and retain a high-quality, diverse workforce?
  8. Where has the agency successfully delegated authority or restructured to reduce the number of layers that a programmatic action passes through before it reaches an authoritative decision point (e.g. procuring new computers, allocating operating budgets, completely satisfying a customer's complaint, processing a benefits claim, and clearing controlled correspondence)?
  9. Where can the agency improve its processes to reduce the number of layers that a programmatic action passes through before it reaches an authoritative decision point?
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10. What barriers (statutory, administrative, physical, or cultural) has the agency identified to achieving workforce restructuring?

*NOAA prepared and submitted the above information in June 2001. These materials were later included as part of the Department-wide materials .*

## **Agency-Specific Restructuring Plans**

Based on the workforce analysis, agencies were required, as a part of the FY 2003 budget submission and annual performance plan, to develop a five-year plan to identify the specific organizational changes the agency is proposing to: reduce the number of managers, reduce organizational layers, reduce the time it takes to make decisions, increase the span of control, and redirect positions within the agency to ensure that the largest number of employees possible are in direct service delivery positions that interact with citizens and retrain and/or redeploy employees as part of restructuring efforts.

Specific information required for the plan include: the costs and/or savings that will result in the from implementing these changes; human resources management tools and flexibilities needed to implement the plan; a timetable of specific actions to be taken; and, effect of the changes on the agency performance measures.

*As NOAA did not have its executive leadership in place in time to meet these requirements, an extension was requested to coincide until the completion of the NOAA Program Review (late May). NOAA did submit within the required time period an overview of proposed organizational changes for FY 2003–FY 2007.*

## **Attachment 2, Appendix 5-1**

**“Workforce Restructuring – Report on Line Office Input”**

# Workforce Restructuring


Report On  
Line Office Input

## Time Line

- Interim Plan Submitted on February 14
  - Historical Information – Where we are
  - Where we are going? – PRT Findings
- LOs Input/Plan due by March 22
  - Based on Current View of strategic Plan
  - LO Specific Needs & Ideas
- Final Submission due to Department in May



# Status

- March 22 Deadline
    - Initial Input received from NWS, NOS and NMFS
    - OAR plan received 04/10/02
  - Some Consistency/Themes
    - Similar ideas will be included
    - Conflicts will need to be worked out
  - Final Plan will be NOAA's Plan
  - NOAA still has a long way to go
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# Recruitment

- Enhance Student/Summer Employment Program
  - Expand Special Employment Programs
    - Presidential Management Intern
    - Minority Service Institute (MSI)
    - Graduate Scientist, Post Doc
  - Implement Student Loan Repayment Policy
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# Recruitment

- Increase use of Recruitment/Relocation Bonus
  - Expand Demonstration Project
  - Streamline Recruitment Process
  - Request Direct Hire Authority
  - Develop Consolidated Recruitment
    - Scientific Positions
    - Critical Technical
- 

# Succession Plan

- Expand Current Programs
  - Leadership Competencies Development Program
  - Federal Executive Institute
- Establish Mentoring Program
- Develop Rotational Assignments
- Competency Development
  - Workforce Analysis
  - Gap Analysis






# Training Plan

- NOAA Training Center
    - Expanded use – NOAA-wide context
  - Leadership Programs
  - Rotational Assignments
  - NOAA Integrated Learning Management System (LMS)
  - E-Learning@NOAA
- 

Four stylized book icons, each with a green spine, a yellow cover, and a blue top section, arranged horizontally at the top of the slide.

# Retention Plan

- Payment of Professional Membership Dues
  - Payment of Professional Insurance
  - Enhanced Awards Program
  - Student Loan Repayment Program
  - Retention Bonuses
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# Retention Plan

- Expand Demonstration Program
  - Pay Banding
  - Performance Increases/Bonuses
- Increase Career Path Opportunities
- Employee Work Life Center
  - Recognize Other Factors besides Pay

## New HR Tools Needed

- Modify Recruitment & Hiring Procedures
  - Eliminate “Rule of Three”
  - Direct Hire Capabilities
- Pay for Performance
- Buyouts
- Retention Bonuses
- Student Loan Repayment
- Telework

## **Attachment 3, Appendix 5-1**

**“NOAA Administration – Duplication or Decentralization?”**



# NOAA Administration

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Duplication or Decentralization?



# Mandates

- P.L. 107-278 – Conference Report
  - “The conferees direct NOAA to identify services that could be better managed if centralized”
- FY 2003 President’s Budget
  - “NOAA will ... review its central-office administrative activities so that there is no unwarranted duplication of activities ...”



# Source of Data

- Personnel Data from National Finance Center
  - End of year (September 30) snapshots of personnel data as it appears in the NFC system for fiscal years 1992 through 2001
  - For FY 2002, a similar snapshot taken for the pay period ending February 12, 2002
  - Currently over 143,000 separate entries
  - An entry consists of 11 items from NFC including: Organization, Occupation, Pay System, Grade, Step, Title, Supervisory Code, Type of Appointment, Type of Employment, etc.
- Organization Structure Current as of 12/31/01
- Occupational Codes from OPM





# Normalizing Data

- **NOAA Corps Not Included**
- **Left SAO as separate entity ~ can't track positions**
- Because of Multiple Reorganization "Best Guess"
- Backdating of Administrative Reorganizations
  - Office of the Federal Coordinator for Meteorology
  - National Coastal Ocean Program
  - Climate and Global Change Program
  - Office of the Comptroller
  - Office of High Performance Computing and Communications
  - the Executive Secretariat

# NOAA

## Historical Position Count

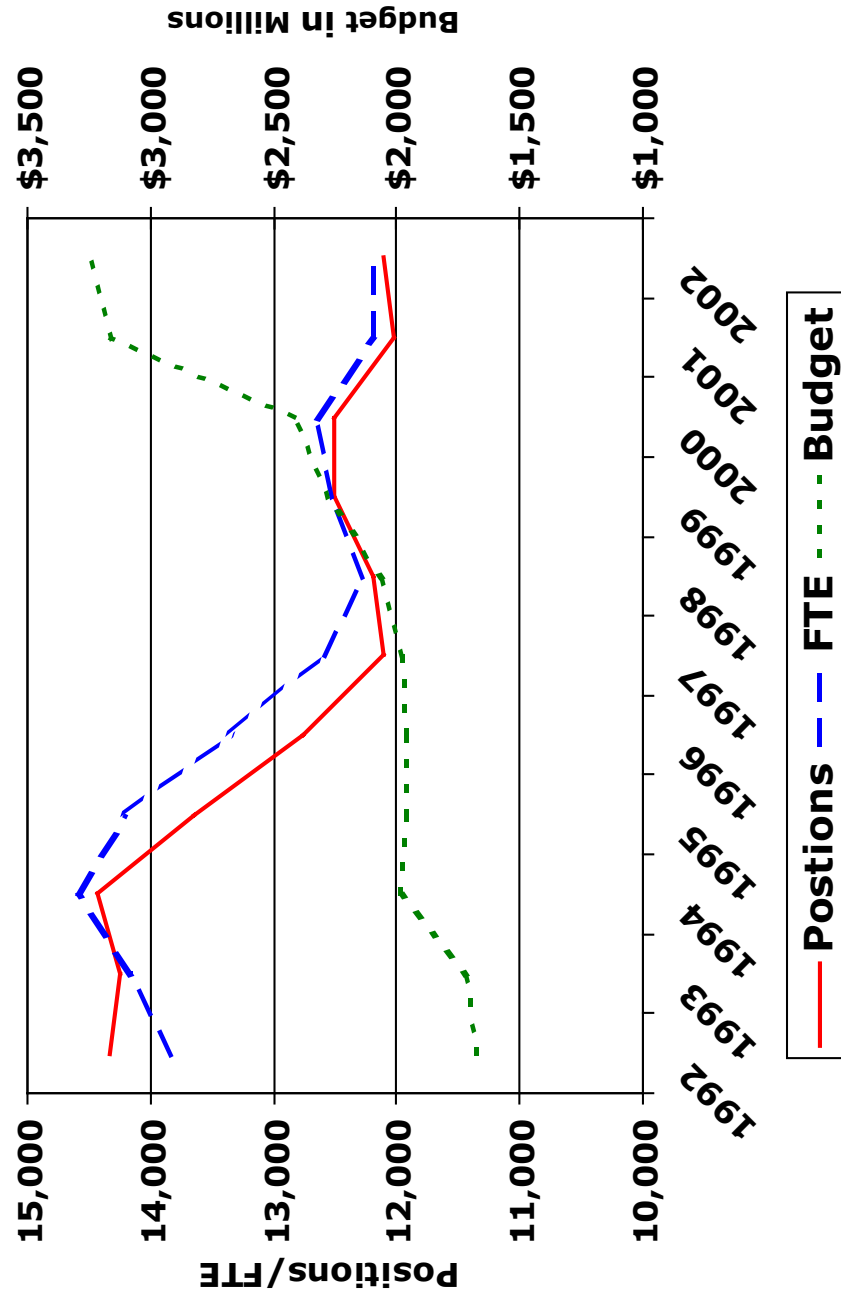
	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	Net Change FY 92-02	% Change
<b>NOS</b>	1,618	1,580	1,517	1,420	1,366	1,291	1,306	1,467	1,516	1,184	1,180	(438)	-27.1%
<b>NMFS</b>	3,100	3,061	3,009	2,622	2,516	2,449	2,562	2,582	2,617	2,661	2,726	(374)	-12.1%
<b>OAR</b>	1,129	1,114	1,095	989	957	951	960	979	979	942	947	(182)	-16.1%
<b>NWS</b>	5,087	5,284	5,538	5,663	5,279	4,834	4,789	4,926	4,869	4,779	4,797	(290)	-5.7%
<b>NESDIS</b>	907	872	858	810	817	842	850	845	834	817	812	(95)	-10.5%
<b>OMAO</b>	724	732	709	607	466	443	445	443	453	454	456	(268)	-37.0%
<b>OFA</b>	1,312	1,295	1,245	1,117	990	959	940	964	947	912	904	(408)	-31.1%
<b>SAO</b>	162	208	202	174	151	144	120	75	64	60	57	(105)	-64.8%
<b>USEC</b>	295	278	262	237	213	200	219	221	226	221	231	(64)	-21.7%
	14,334	14,424	14,435	13,639	12,755	12,113	12,191	12,502	12,505	12,030	12,110	(2,224)	-15.5%

- Net 15.5% Reduction from 1992 Level
- Reduction as a % is uneven across NOAA
- EOY Count for FY 1992 – FY 2001, FY 2002 through 02/12
- Weather Modernization had big effect
- SAO is part of OFA, can't track positions distributed to other LOs

**Note:** Figures do not include approx. 300 NOAA Corps Officers

# NOAA

## Positions/FTE vs. Budget



**Note:** Position Figure does not include approx. 300 NOAA Corps Officers

# Changes to Position Count Distribution by Function

	FY 1992	FY 2002 to Date	Net Change FY 92-02	% Change
Administrative	2,304	2,573	269	11.7%
Clerical	1,149	546	(603)	-52.5%
Professional	6,217	6,225	8	0.1%
Technical	3,721	2,279	(1,442)	-38.8%
Other	943	487	(456)	-48.4%
	14,334	12,110	(2,224)	-15.5%

- Administration increases by 11.7%?
- Elimination of Tech/Support Positions
- Creation of Generalist Positions

# Budget Formulation & Execution

Line Office	FY 1992	FY 1998	FY 2002	Change FY 1992 to FY 1998	Change FY 1998 to FY 2002	Total Change FY 1992 to FY 2002	% Change
NOS	15	16	19	1	3	4	27%
NMFS	11	25	23	14	(2)	12	109%
OAR	11	10	13	(1)	3	2	18%
NWS	15	21	25	6	4	10	67%
NESDIS	8	6	6	(2)	-	(2)	-25%
OMAO	15	5	8	(10)	3	(7)	-47%
<i>Subtotal</i>	75	83	94	8	11	19	25%
OFA & EXAD Specific Budget	11	9	12	(2)	3	1	9%
NOAA Budget Office	48	29	35	(19)	6	(13)	-27%

- Increased Workload and Complexity
- Budget Office reached low in FY 1998
- New Budget Office

# Finance

OFA Office		FY 1992	FY 1998	FY 2002	Change FY 1992 to FY 1998	Change FY 1998 to FY 2002	Total Change FY 1992 to FY 2002	% Change
Finance		160	114	111	(46)	(3)	(49)	-31%
CAMS		-	30	56	30	26	56	
WASC		29	25	21	(4)	(4)	(8)	-28%
MASC		23	13	13	(10)	-	(10)	-43%
CASC		31	27	20	(4)	(7)	(11)	-35%
EASC		20	20	22	-	2	2	10%
<i>Subtotal</i>		263	229	243	(34)	14	(20)	-8%
Line Office								
NOS		16	14	15	(2)	1	(1)	-6%
NMFS		4	4	6	-	2	2	50%
OAR		2	1	-	(1)	(1)	(2)	-100%
NWS		4	4	9	-	5	5	125%
NESDIS		11	7	5	(4)	(2)	(6)	-55%
OMAO		10	8	8	(2)	-	(2)	-20%
<i>Subtotal</i>		47	38	43	(9)	5	(4)	-9%

- Increased Workload and Complexity
- Shift in Types of Employees Required
- CAMS Development & Implementation

# Information Systems Management

	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	Net Change FY 92-02
NOS	136	128	134	130	116	110	116	127	135	94	93	(43)
NMFS	172	180	174	160	157	164	171	173	170	179	183	11
OAR	135	139	142	119	120	120	118	125	122	122	121	(14)
NWS	278	336	392	424	421	377	393	416	412	435	446	168
NESDIS	152	153	152	149	146	154	153	154	154	160	158	6
OMAO	12	11	14	14	12	11	10	9	15	16	16	4
OFA	101	101	100	93	84	90	88	99	97	102	103	2
SAO	14	24	23	17	14	13	11	5	4	5	4	(10)
USEC	3	4	4	2	2	2	2	1	1	1	1	(2)
<i>Subtotal</i>	<i>1,003</i>	<i>1,076</i>	<i>1,135</i>	<i>1,108</i>	<i>1,072</i>	<i>1,041</i>	<i>1,062</i>	<i>1,109</i>	<i>1,110</i>	<i>1,114</i>	<i>1,125</i>	<i>122</i>
NOS Aero	32	32	33	33	32	30	32	33	36	-	-	(32)
NWS WFOs	57	73	108	142	145	144	168	169	171	189	196	139
<b>Net</b>	<b>914</b>	<b>971</b>	<b>994</b>	<b>933</b>	<b>895</b>	<b>867</b>	<b>862</b>	<b>907</b>	<b>903</b>	<b>925</b>	<b>929</b>	<b>15</b>

**Notes:** In order to better examine this data, two major events must be accommodated in the figures: First, the modernization of the Weather Service required a net increase of 121 IT administrative related positions be placed in the local Weather Forecast Offices (WFOs) to manage the on-site systems. Second, the transfer of Aerocharting personnel from the NOS to the Department of Transportation should be removed in order to normalize trends (32 positions in FY 1992)

- Changes in Requirements
- Shift in Types of Employees required
- NWS is placing additional IT positions at WFOs

# Human Resource Management

OFA Office	FY 1992	FY 1998	FY 2002	Change FY 1992 to FY 1998	Change FY 1998 to FY 2002	Total Change FY 1992 to FY 2002	% Change
HRMO	86	51	53	(35)	2	(33)	-38%
WASC	50	31	32	(19)	1	(18)	-36%
MASC	43	25	25	(18)	-	(18)	-42%
CASC	36	20	22	(16)	2	(14)	-39%
EASC	50	23	21	(27)	(2)	(29)	-58%
<i>Subtotal</i>	265	150	153	(115)	3	(112)	-42%
CPC (OMAO)	16	6	8	(10)	2	(8)	-50%

- National Performance Review
  - Delegation of Authorities
  - Change Composition of HR Offices
  - Reduction in Population Served



# Equal Employment Opportunity

	FY 1992	FY 2002 to Date	Net Change FY 92-02
NOS	1	1	-
NMFS	2	1	(1)
OAR	2	3	1
NWS	5	8	3
NESDIS	-	1	1
<i>Subtotal</i>	10	14	4
Office of Civil Rights	14	9	(5)
<b>Total</b>	<b>24</b>	<b>23</b>	<b>(1)</b>

**Note:** Prior to FY 1994, the Civil Rights Office existed as a division within the Human Resources Office.

- Visibility of EEO Responsibility Inconsistent
- Staffing of Offices Changes

# Contracts and Purchasing

OFA Office	FY 1992	FY 1998	FY 2002	Change FY 1992 to FY 1998	Change FY 1998 to FY 2002	Total Change FY 1992 to FY 2002	% Change
Acquisition & Grants	61	46	44	(15)	(2)	(17)	-28%
WASC	27	25	20	(2)	(5)	(7)	-26%
MASC	25	15	14	(10)	(1)	(11)	-44%
CASC	20	22	14	2	(8)	(6)	-30%
EASC	18	14	8	(4)	(6)	(10)	-56%
<i>Subtotal</i>	151	122	100	(29)	(22)	(51)	-34%
SAO	26	18	16	(8)	(2)	(10)	-38%
Line Office							
NOS	-	1	4	1	3	4	
NMFS	10	9	7	(1)	(2)	(3)	-30%
OAR	3	2	1	(1)	(1)	(2)	-67%
NWS	2	2	2	-	-	-	0%
NESDIS	3	2	2	(1)	-	(1)	-33%
OMAO	1	-	1	(1)	1	-	0%
<i>Subtotal</i>	19	16	17	(3)	1	(2)	-11%
Total	196	156	133	(40)	(23)	(63)	-32%

- Increased use of Purchase Cards
- Transition to E-Commerce

# Grants Management

OFA Office	FY 1992	FY 1998	FY 2002	Change FY 1992 to FY 1998	Change FY 1998 to FY 2002	Total Change FY 1992 to FY 2002	% Change
OFA	22	19	20	(3)	1	(2)	-9%
NMFS	3	3	4	-	1	1	33%
OAR (Sea Grant)	14	17	16	3	(1)	2	14%
<i>Subtotal</i>	39	39	40	-	1	1	3%

- Number and Dollar Value up Significantly

# Facilities Construction, Management & Support

OFA Office	FY 1992	FY 1998	FY 2002	Change FY 1992 to FY 1998	Change FY 1998 to FY 2002	Total Change FY 1992 to FY 2002	% Change
<b>Facilities</b>	98	78	63	(20)	(15)	(35)	-36%
WASC	35	35	29	-	(6)	(6)	-17%
MASC	80	35	27	(45)	(8)	(53)	-66%
CASC	75	53	46	(22)	(7)	(29)	-39%
EASC	21	14	11	(7)	(3)	(10)	-48%
<b>Subtotal</b>	<b>309</b>	<b>215</b>	<b>176</b>	<b>(94)</b>	<b>(39)</b>	<b>(133)</b>	<b>-43%</b>
<b>Line Office</b>							
NOS	6	4	5	(2)	1	(1)	-17%
NMFS	131	61	60	(70)	(1)	(71)	-54%
OAR	27	24	17	(3)	(7)	(10)	-37%
NWS	50	87	40	37	(47)	(10)	-20%
NESDIS	28	15	13	(13)	(2)	(15)	-54%
OMAO	39	24	21	(15)	(3)	(18)	-46%
<b>Subtotal</b>	<b>281</b>	<b>215</b>	<b>156</b>	<b>(66)</b>	<b>(59)</b>	<b>(125)</b>	<b>-44%</b>
<b>Total</b>	<b>590</b>	<b>430</b>	<b>332</b>	<b>(160)</b>	<b>(98)</b>	<b>(258)</b>	<b>-44%</b>

- Compares OFA Activities With Like LO Job Series
- Target of Contracting Out
- Major Projects Completed

# International Affairs

	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	Net Change FY 92-02	% Change
NOS	11	10	10	4	3	3	6	15	15	15	15	4	36.4%
NMFS	44	51	49	40	35	31	29	31	31	25	28	(16)	-36.4%
OAR	7	7	10	8	6	6	7	6	4	4	5	(2)	-28.6%
NWS	20	19	37	37	33	23	22	28	24	19	19	(1)	-5.0%
NESDIS	17	17	15	14	13	8	12	12	12	14	15	(2)	-11.8%
OMAO	-	-	-	-	-	-	-	-	-	-	-	-	-
OFA	-	-	-	-	-	-	-	-	-	-	-	-	-
USEC/OIA	8	8	9	9	9	9	9	9	10	9	12	4	50.0%
<b>Total</b>	<b>107</b>	<b>112</b>	<b>130</b>	<b>112</b>	<b>99</b>	<b>80</b>	<b>85</b>	<b>101</b>	<b>96</b>	<b>86</b>	<b>94</b>	<b>(13)</b>	<b>-12.1%</b>

**Notes:** The figures in the table were developed based on job titles, job series, and organization titles.

- Increased International Focus
- Office of International Affairs (in USEC) Role
- Staffs have apparently decreased by 12.1%
  - Number possibly masked by reorganization
  - Undercount estimated by 5-10 positions (NMFS and NWS)

# Public, Constituent and Educational Affairs

	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	Net Change FY 92-02	% Change
NOS	19	17	16	17	16	15	16	19	20	20	19	-	0.0%
NMFS	47	44	43	36	34	35	38	37	34	31	31	(16)	-34.0%
OAR	17	15	15	12	11	12	12	12	12	11	12	(5)	-29.4%
NWS	12	12	11	10	9	6	6	5	7	10	10	(2)	-16.7%
NESDIS	1	1	1	1	1	-	-	-	-	-	-	(1)	-100.0%
OMAO	1	1	1	1	-	-	-	-	1	1	1	-	0.0%
OFA	-	-	-	-	-	-	-	-	-	-	-	-	-
USEC/OPA	67	60	39	41	35	32	34	34	35	37	38	(29)	-43.3%
<b>Total</b>	<b>164</b>	<b>150</b>	<b>126</b>	<b>118</b>	<b>106</b>	<b>100</b>	<b>106</b>	<b>107</b>	<b>109</b>	<b>110</b>	<b>111</b>	<b>(53)</b>	<b>-32.3%</b>

- OPA has undergone significant changes
  - Elimination of Specialized Staffs/Education
  - Merged/Unmerged with OLA
- LO Personnel are Information and Arts Series (10XX)
  - New PA (1035 series) Specialists (NMFS, NWS, OAR, & OMAO)

# Legislative Affairs

	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	Net Change FY 92-02	% Change
USEC/OLA	28	26	18	16	17	16	21	20	20	18	19	(9)	-32.1%

- Congressional Liaison Activities are performed as ancillary duties within the Line Offices

# General Counsel

	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	Net Change FY 92-02	% Change
NMFS	10	11	14	17	16	14	11	14	15	16	18	8	80.0%
OFA	0	4	1	0	0	1	1	0	0	0	0	-	
USEC/OGC	115	120	117	113	101	98	108	113	115	123	126	11	9.6%
<i>Total</i>	<i>125</i>	<i>135</i>	<i>132</i>	<i>130</i>	<i>117</i>	<i>113</i>	<i>120</i>	<i>127</i>	<i>130</i>	<i>139</i>	<i>144</i>	<i>19</i>	<i>15.2%</i>

- Increase in Litigation Resulting From Legislation
  - Fisheries Management
- LO Personnel are Legal and Kindred Series (09XX)
  - OFA Personnel was Administrative Law Judge
  - NMFS Personnel Primarily Legal Instruments Examiners